



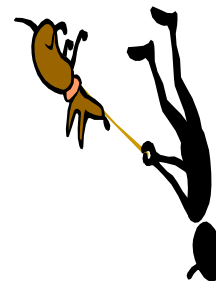
Answers on Page 4

- 10. Generation X must adapt and look through baby boomer eyes: taking the baby boomer perspective.
- 8. When Generation X is forced to specialize they feel cornered—even suffocated.
- 8. lateral movement for development is appealing to Generation X and good for organizations too.
- 7. Generation X is interested in winning on its own terms and definition of success.
- 6. Work-life balance is a more effective motivator than pay to many Generation Xers.
- 2. Generation X thrives in a competitive environment and likes to win.
- 4. Generation X likes to stay "light on their feet," meaning they want as many options as possible.
- 3. Promotions outweigh environment and support systems as motivators for Generation X.
- 5. Entrepreneurial spirit and creativity describe traits found in many Generation Xers.
- 1. Generation X is afraid Generation Y is going to take over the work environment.

**TYPE OF ANSWERS**

issues we'd be pleased to help you:

retaining Generation X talent. If your organization needs help with intergenerational it takes to retain them. Take this test to check your savvy on effectively managing and insight regarding what Generation X wants from a manager's work environment and what Generation X with leaders across the private and public sectors. The shares research (marlarpuzinessonline.hp2b.marlarq.edu)' shares her expertise regarding what drives Tammy Erickson, author of the Harvard Business Online column, Across the Ages



**How Attune Are You to Managing and Retaining Generation X?**



\*Also a 2007 Winner of the Best Places to Work Award

MIKE*	Google*	Whole Foods Market*	Avaya	UPS
Martloff*	Milliken*	IKG*	AFGAC*	Starbucks*
S.C. Johnson*	General Electric	Phillips Electronics	Duke Energy	Perisco
Dole Foods	The GAP	Toyota Motor	Paychex*	Xerox

**A Sample of the 2007 Most Ethical Companies Winners:**

For more information on the selection process and complete list of winners, visit [www.ethisphere.com](http://www.ethisphere.com).

- ✓ Public and trade partner perception analysis
- ✓ Ethics/compliance programs and systems analysis
- ✓ Employee effort participation analysis
- ✓ Governance and transparency analysis
- ✓ Innovation and industry leadership analysis
- ✓ Corporate citizenship
- ✓ Litigation and controversy/conflict analysis
- ✓ Ethical tone analysis

criteria by industry:

Thousands of companies across the globe were researched and screened beginning with the following

the companies who also share a ranking on the 2007 "Best Places to Work" list. Smart Business: Profit" into real business practice. Ethical leadership can and should be profitable. Note demonstrating real and sustained ethical leadership within their industries, putting their credo of "Good business ethically" to translate those words into action. Ethisphere Magazine defines winners as magazine. Their methodology analyzes companies that go beyond making statements about doing Ethisphere Magazine recognized the world's most ethical leaders and companies in its second quarter

**2007 World's Most Ethical Companies:**



by John C. Maxwell  
 There's No Such Thing As "Business Ethics"

by James M. Kouzes and Barry Z. Posner  
 A Leader's Guide to Rewarding and Recognizing Others  
 Encouraging the Heart

**Relevant Reading**

start your organization on the journey to becoming a great place to work: behaviors and learn new skills to attract and retain top talent. Consider leadership training and coaching to put these in opportunity for development. You and/or your management team need to change certain

- **Sometimes, Rarely or Never:** You and/or your management team demonstrate some leadership strengths:

Consider utilizing a coach to identify opportunities to excel: there is still opportunity for improvement if you want to be an effective leader and retain your top talent.

- **Most of the Time:** You and/or your management team have a number of leadership strengths. However,

most employees love to work for. Model these traits across your organization

- **Always and Often:** Put yourself on the back--you and/or your management team are the kind of leaders

**It Your Resources Reflect a High Percentage of:**

- I face moral and ethical dilemmas in the workplace with integrity.
- I demonstrate flexibility and empathy regarding work-life balance.
- I embrace diversity and treat employees fairly.
- I help employees understand their role in the "big picture."
- I create a learning environment by providing constructive feedback, coaching, and training.
- I show others they are appreciated on a regular basis.
- I allow employees the space to make decisions and manage their own projects.
- I provide people meaningful and challenging work.
- I develop trust by acting with integrity and keeping my word.
- I develop people by focusing on their strengths and long term goals.
- I involve others in decisions that may affect them.
- I foster collaboration by promoting cooperative goals.
- I have a clear understanding of how I am perceived by others.
- I understand and accept responsibility for my mistakes and/or the mistakes of my team.
- I am open, honest, and candid when communicating with others.
- I convey a positive attitude and energy that motivates employees.

Always, Often, Most of the Time, Sometimes, Rarely, or Never:

Rate yourself and/or your management team on how often each statement is applicable:

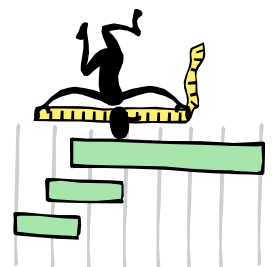
Companies list:

questions that reflect on the leadership traits demonstrated by those within the Best Places to Work and Most Ethical. Take a few moments and honestly consider how you and/or your management team would score on the following

being self-aware and empathetic. Leadership requires the ability to manage and retain top talent: they inspire and motivate people, reasoning energy and enthusiasm. They connect with others by recognizing 'development high performers' and create an environment that reflects a great place to work: organizations—they leave managers with ineffective leadership styles. Effective managers give employees timely feedback consistently reports that employees most often don't leave

**Retaining Top Talent?**

**How Effective Are You at Attracting and**





Articles contributed by Andrea Williams, Organization Development and Effectiveness Consultant  
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know and would like nothing more than to have more good clients like you. We invite you to visit our website continue to mention us to your friends and business associates who might also benefit. We are continuing to share your satisfaction and knowledge about the services Evolution Management, Inc. provides, please We are most appreciative of your business, support and referrals. As you find the opportunity to

- ORGANIZATIONAL DEVELOPMENT AND TRAINING
- WORKFORCE PLANNING AND RETENTION STRATEGIES
- COACHING
- MANAGEMENT, HR AND HUMAN CAPITAL CONSULTING

effectiveness, contact us. Specific services relate to:

or "project" basis. When you're faced with business changes or the demands to improve organizational behaviors through cultural evolution. Our services are provided by experienced professionals on a "strategic," Evolution Management offers a full-range of management consulting services focused on transforming human

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AS YOUR ENTERPRISE IS EVOLVING



relationships with their employees to create a highly satisfied and engaged workforce to leverage what is unique about Generation Y and to build positive personal and the opportunity to use their strengths and be recognized. Develop your managers Y provide them with thorough reasoning, instructions, coaching, continuous feedback raised to be confident, competitive and speak their minds. When managing Generation of entitlement that they can achieve what ever they want out of life. They have been Active parenting styles have strongly influenced Generation Y in their beliefs and sense casual work environment and work/life balance than Generation X.

more socially conscious, come from more diverse backgrounds, and desire an even more relaxed, their lives on line, are well educated, have more involved relationships with their parents, are each other. They need to be coached, listened to and talked to differently. Generation Y lives Generation X managers to effectively lead Generation Y. Remember they are very different from When considering how to engage Generation Y employees begin with developing Boomers and

TIPS FOR ENGAGING GENERATION Y

2. E 10. E  
4. 1 8. 1  
3. E 8. 1  
5. 1 1. 1  
1. 1 9. 1

QUIZ ANSWERS FROM PG. 5  
GENERATION X ARE YOU?  
MANAGING & RETAINING  
HOW ATTUNE TO

